



do more
feel better
live longer

PULSE Volunteer Partnership

2015 Annual Impact Report

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Methodology

This PULSE Annual Impact Report summarises the impact of our 2015 PULSE volunteers on communities, on themselves, and ultimately back at GSK. The qualitative data cited in this report have been gathered from case studies written by volunteers, as well as testimonials recorded from non-profit partners and GSK stakeholders throughout the year. The quantitative data were collected through surveys of PULSE volunteers, GSK colleagues, and our non-profit partners at the end of a PULSE assignment, and three or six months after the assignment has concluded.

CEO Statement



*Sir Andrew Witty,
GSK CEO*

Since we launched the PULSE Volunteer Partnership in April 2009, 635 of our employees have shared their professional skills to deliver positive sustainable change in over 100 non-profit partners and communities in all corners of the world. Whether it has been building NGO capacity, strengthening healthcare systems or improving cold chain supply (to name a few), these employees have stepped out of GSK walls to serve and better understand the increasingly complex needs of our diverse societies.

Today, six of the world's seven billion people live in developing countries or emerging markets. I have always believed that we need to be a company that serves the 6 billion who are not in the US and Europe. Investing in programmes like PULSE helps us to understand the challenges and opportunities in these markets while making a tangible contribution to local communities. This is how we will stay in step with society, and how we will succeed as a business in doing so.

I am often asked what the business benefit is to having employees taken out of their day job for three or six months at a time. My answer is simple; PULSE allows our employees to actively live our values and deliver our mission. I would argue that although they are physically out of our offices, PULSE is an extension of their role at GSK. I have been incredibly humbled over the years when I've met our PULSE volunteers and heard about what they delivered

for our partners. I also remember the numerous messages I have received from our partners, who shared how their views of multinational corporations like ourselves had fundamentally changed as a result of their experience working side-by-side with a PULSE volunteer. Seeing how our people are partnering with those on the front-line gives me enormous pride.

In August 2016, GSK ranked #1 on the 2016 FORTUNE Change the World list. We are honoured to be recognised as the top company in the world for doing well by doing good, and we are committed to continuing to do so. Our ranking reflects the dedication and commitment of our people to influence the way we do business, and our PULSE volunteers are great examples of how we are transforming the role of a modern multinational company.

I would like to thank all of our PULSE volunteers – past, present, and future – as well as all of our employees who offer their time in service of others, for their personal roles in transforming our company and the world for the better.



*Nadeen Jibry, Formulation Product Development,
Consumer Healthcare R&D, Weybridge site*

About GSK

As a global healthcare company, the biggest contribution we can make to society is to innovate and drive access to our medicines, vaccines, and consumer healthcare products. We seek to bring health benefits to more people around the world through our open, flexible, and collaborative approach.

Our mission is to help people “do more, feel better, live longer.” We do this by researching and developing medicines and vaccines that improve people’s lives. We are working to make our products available and affordable for the people who need them, no matter where they live or what they can afford. By growing our business and extending access to our medicines, we are ensuring long term commercial success and improving people’s health to create value for our shareholders and deliver economic benefits to the wider society.

We are breaking down barriers to effective healthcare by opening up our innovation process

to accelerate drug discovery in areas of great unmet medical need and scientific challenge, and working to address both infectious and noncommunicable diseases. We also continue to address urgent public health emergencies, such as the Zika and Ebola viruses, while working with the global community to prevent or quickly control future disease outbreaks.

We contribute directly and indirectly to economic growth in more than 150 countries, through tax, charitable support and employment of over 100,000 people around the world. We have offices in more than 115 countries, major research centres in the UK, US, Spain, Belgium, and China, and an extensive manufacturing network with 87 sites globally.

Operating responsibly also supports our ability to attract and retain talent, manage costs and build trust with patients and consumers, customers, payers and stakeholders who influence our license to operate.

Volunteering in GSK

Volunteering at GSK aims to improve strategic alignment between our employees' skills and GSK's mission to help people "do more, feel better, live longer." Our two volunteering initiatives, PULSE and Orange Day, rekindle our employees' sense of purpose and help them feel proud to work for GSK. These opportunities allow volunteers to not only spark healthy change in communities to improve global health, but also serve as a platform for individual development.

Orange Day

Orange Day gives employees one paid day off each year to make a difference for their chosen local community project. Some of our Orange Day projects included distributing food to homeless people in Malaysia, organising a career workshop for unemployed parents in Poland, and supporting a recreation camp for young girls in India.

PULSE Volunteer Partnership

The PULSE Volunteer Partnership is GSK's flagship skills-based volunteering initiative. Through PULSE, motivated employees are matched to a non-profit organisation for 3 or 6 months full-time, contributing their skills to help solve healthcare challenges at home and abroad. Our employees lend the same expertise they have been applying in their GSK roles in order to help our non-profit partners.

Since its launch in 2009, the PULSE Volunteer Partnership has enabled 635 employees from 60 different countries to work with 112 non-profit partners in 65 countries. Over the last seven years, PULSE has provided nearly £22 million worth of skilled services to our partners.

The PULSE Volunteer Partnership has a three-fold mission:

Change Communities

Our employees use their professional skills to create positive, sustainable change for non-profit partners and the communities they serve

Change Employees

Our employees are challenged to think differently, develop leadership skills and heighten cultural agility through their PULSE experience

Change GSK

Our employees bring fresh ideas and new energy back to GSK to activate change in step with global health needs



PULSE Volunteer Partnership



Change communities

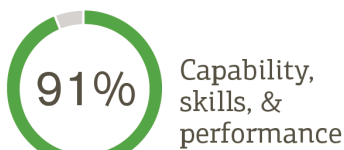
Volunteers use their professional skills to create positive, sustainable change for non-profit partners and communities they serve in the following key areas:

- Improving healthcare
- Communications and marketing
- Increasing staff capability
- Research & analysis
- Strategic planning
- Streamlining business processes



Change employees

Volunteers are immersed in new environments and challenged to think differently as they accelerate their development in areas such as:



of volunteers' line managers and GSK colleagues agree that the PULSE experience helped them to develop their learning agility, resilience, and leadership skills

- Leadership skills
- Communication
- Learning agility
- Resilience
- Cultural competencies

Change GSK

Volunteers bring fresh ideas and new energy back to GSK to activate change in our company and enable us to stay in step with global health needs, including:

- Focus on the patient
- Better teamwork
- Doing more with less
- Understanding of GSK's vision
- Bringing a sense of purpose
- Bring a different perspective



2016 at a Glance



Photo by: Vanina Kacheva, 2016 PULSE volunteer at Save the Children Kenya

Highlights

In the 8th cycle of PULSE, 75 employees are working alongside our non-profit partners in 28 countries to bring about change aligned to the newly adopted United Nations (UN) Sustainable Development Goals (SDGs) of “Good Health” and “Quality Education.”

At the heart of GSK's partnership with Save the Children is the intent to move beyond a traditional corporate-charity model to a new collaborative approach that fully combines each organisation's skills, expertise and resources leading to greater lasting impact. In year three of this partnership, sixteen PULSE volunteers are helping Save the Children to increase vaccination coverage, improve medical product supply in underserved communities, enhance humanitarian crisis response, and continue the ambitious mission of saving the lives of 1 million children in the world's poorest countries. Since 2009, PULSE has sent 92 volunteers to support Save the Children in their important mission.

In a pioneering cross-sector collaboration born out of GSK's involvement with IMPACT 2030, two PULSE volunteers with healthcare and change management insights are working with SAP employees

with data management and software programming expertise to help Partners in Health and the Rwandan Ministry of Health build local healthcare and regulatory capacity. IMPACT 2030 is the only business-led effort sanctioned by the UN that aims to harness the power of employee volunteerism to advance the SDGs.

In line with the newly announced five-year partnership to support global efforts to fight malaria and strengthen healthcare capabilities in countries worst affected by the disease, one PULSE volunteer is working with Comic Relief in the UK to explore what recognition means to Comic Relief's grantees and to build relationships with their stakeholders.

Bringing the Outside In

PULSE volunteers have the ability to bring an outside perspective to help GSK stay in step with the needs of society. In fact, 78% of volunteers indicated that their PULSE experience enabled them to foster new ways of thinking.

In an effort to ensure that GSK fully benefits from the innovative insights of these powerful change agents, this year we launched the “Bringing the Outside In” Conversations. This initiative

brought senior leaders and 71 returning volunteers together through informal conversations about challenges faced by our business, focussing on four key pillars: Improving Access; Strategic Partnerships; Healthcare Innovations; and Raising Awareness.

We also ran the PULSE+ Track in partnership with the Office of the CEO, which provides an avenue for volunteers to submit innovative ideas inspired by their assignments to help fulfil the “Change GSK” aspect of the PULSE mission (more details on page 18).

Orange Day - One-day Volunteering

This year we are focussing our efforts on revitalizing our Orange Days and encouraging employees to use their skills when volunteering. This will allow them to leverage their expertise to benefit the community and also help in their development. Employees undertaking skills-based Orange Days are finding the experience very fulfilling.

Led by Jacqui Alexander, VP of Accelerating Delivery & Performance at GSK, over 160 GSK employees from 21 countries are volunteering their skills to support the rollout of a simplified version of GSK's change management approach in Save the Children, termed Accelerating Delivery and Improvement.



PULSE has enabled GSK employees to volunteer in communities around the world

Change Communities

In 2015, we empowered 78 PULSE volunteers from 24 countries to work with 37 non-profit partners in 31 different countries. By giving our greatest resource, our people, to support our non-profit partners' most pressing needs, we aim to contribute real and lasting value to our partners and the communities they serve. Our volunteers focus not only on the communities' critical needs, but also on building staff and programmatic capacity within the organisations they support so that their impact is sustainable.

In 2015 alone, GSK donated nearly £3.0 million worth of skilled services to our non-profit partners through the PULSE Volunteer Partnership.

87%

of our non-profit partners agree that the PULSE volunteer fully delivered on their objectives

87%

of our non-profit partners agree that, as result of the PULSE volunteer, their organisation is doing something differently at the end of the assignment

78%

of our non-profit partners feel that the PULSE Volunteer delivered something unique that their employee could not have delivered



In Focus: Olufunke Fasawe

*Deputy Director for
Reproductive, Maternal,
Newborn, and Child
Health Programmes,
CHAI Nigeria*

What I most appreciate about the PULSE programme is the diversity that GSK volunteers bring to the Clinton Health Access Initiative (CHAI) in Nigeria, one of the 32 country offices where CHAI operates globally. We have about 120 full time staff and volunteers, with offices in 9 states across Nigeria. Since 2007, our mission has been to support the Nigerian government in delivering care and treatment for people living with HIV and AIDS. Since then, our programmes have expanded to include extensive work on maternal and newborn health, malaria, vaccines, and essential childhood medicines with focus on diarrhea and pneumonia, reproductive health, nutrition and cancer.

We have partnered with PULSE since 2011 and have hosted 10 volunteers who worked on various projects involving HIV/AIDS laboratory strengthening, malaria, vaccines cold chain inventory management, maternal and newborn health, family planning, nutrition, and cancer. Besides the diverse cultural and professional backgrounds that they bring, the GSK volunteers have infused stronger project management and performance tracking skills in our programmes by sharing

invaluable tools they have used at GSK. Conversely, through CHAI, PULSE volunteers have the opportunity to travel to local, rural communities and meet firsthand the children and mothers who benefit from the work they contributed to. We involve the PULSE volunteers in direct programme implementation with field experience, where they interact with direct beneficiaries. They also work closely with government officials to support in policy making activities to benefit the Nigerian people. For many of the volunteers, they gain insightful, first-hand experiences interacting with the patients and decision makers.

For example, Nick Falco, from the US, supported the rollout of SMS printers in over 200 HIV early infant diagnosis sample collecting sites. He helped to develop the relevant protocols for maintaining the functionality of these printers and also trained the laboratory staff on its usage. The SMS printers are still in use across the country today. Nick also engaged with other implementation partners, leading to additional procurement of SMS printers and scaling up this technology across multiple HIV treatment sites. He also created training material we used for

new staff orientation on proposal and report writing.

In 2015, Anna Caraffi, from the UK, worked on quantifying essential maternal and newborn health commodities, and developed an inventory management plan to improve the efficiency of commodity management in medical stores. She also helped procure an essential life-saving commodity called magnesium sulphate to prevent eclampsia, a life-threatening complication in pregnancy. Anna's work enabled more accurate forecasting of procurement budgets for essential commodities over the next 2 years. She also helped the Maternal and Newborn Health team develop a weekly project tracking tool that is still being used for programme management.

CHAI's programmes are designed to ensure sustainability by strengthening government systems. Fundamental to the projects that PULSE volunteers work on is focusing on deliverables that directly contribute to sustained improvements. This is why the contributions of the PULSE volunteers extend for many years after their 6 month assignments.

2015 Volunteers: a snapshot of key impact areas

Women and child health and welfare

Allison Brooke worked with Save the Children Philippines to support their health programmes. She conducted new baseline research into birth planning practices, which guided Save the Children on the implementation of a Birth Plan Plus strategy that will assist pregnant women and their families to adequately prepare for childbirth and potential complications. Allison's work immediately resulted in refresher training and capacity building sessions for all 74 midwives of Caloocan City.

Hitesh Dave worked with Project HOPE UK to develop plans for a soon-to-be-built Early Years Development Centre in South Africa. Hitesh led a community outreach exercise to assess child health needs and also developed a risk assessment and management plan for the new centre.

Pascal Vanden Broeck worked with Amref Health Africa in Malawi to implement the use of e-Learning to accelerate the upgrade of "Malawi's Nurses & Midwives" project, which supports the Malawian healthcare worker training institutions. The e-learning methodology helps the training institutions upgrade nurses and midwives to a state registered diploma level.

NGO capacity building

Michelle Meldrum worked with the Society for Nutrition, Education and Health Action (SNEHA) based in Mumbai, India. SNEHA focuses on empowering women in vulnerable urban communities of Mumbai, with emphasis on maternal and newborn health and protection against domestic violence. Michelle's work in introducing recruitment techniques, employee recognition practices, and coaching the staff in using the intranet increased the NGO's efficiency through improved information sharing and ways of



Photo by: Vanina Kacheva, 2016 PULSE volunteer at Save the Children Kenya

working to better engage frontline workers and other staff.

Sanjeev Nayyar worked with the Kherwadi Social Welfare Association (KSWA) based in Mumbai, India to build a consistent multi-channel brand and communications strategy. KSWA has been around for 86 years and was looking to have a consistent message across all of its communications, so Sanjeev's work helped the NGO to establish a more unified brand.

Healthcare system strengthening

Jim Russell and Blondin Diop worked with Partners in Health based in Rwanda to establish a regulatory

framework for clinical trials and an educational framework to prepare healthcare professionals to conduct clinical trials. They worked directly with the Rwanda Biomedical Center-Medical Research Center (RBC-MBC) to adapt FDA regulations and with the University of Rwanda to develop a clinical trial science curriculum. Their work provided the foundation for regulatory approvals in Rwanda and for the University to include clinical trial training as part of their certificate and degree programs.

Kendall Frazier worked with The Earth Institute's Tropical Lab Initiative (TLI) based in Ghana. TLI makes diagnostics more readily available to patients in

rural Africa. Kendall improved the delivery of clinical results from a diagnostic laboratory to various medical clinics and mentored the staff on how to efficiently manage their operations. He also developed the laboratory to enable the transition from partial to full operations and from a publicly-funded entity to a sustainable, accredited private enterprise that can now be successfully reimbursed under Ghana Health Insurance.

Simona Bosello worked with CARE International based in Cambodia to support regional communications for Nepal, Cambodia, Laos, and Myanmar as part of GSK's commitment to reinvest 20% of our profits made in the least developed countries back into strengthening their health systems. Simona supported each of the project countries to develop a communications and advocacy action plan for the next 3 years, which will not only raise visibility of this partnership, but also contribute to improvement of project delivery and

promote regional learning through sharing of best practices.

STEM education

Geri Harris and **Stephen Maio** worked with the Philadelphia Education Fund (PEF). Geri helped design a platform and process for networks of teachers so current and new members can leverage each others' resources, share best practices, and focus on improving outcomes for their students. Stephen helped PEF's Math & Science Coalition to design strategies, recruit new partners, and create structures to advance their own strategic interests and to fill the gap in STEM education outcomes in Philadelphia.

Celeste Herrera worked with Pro Mujer in Argentina to implement a training program given by financial advisors to women entrepreneurs to enhance business skills, financial education, technology skills, and health and wellness. Her work has helped

improve these entrepreneurs' financial literacy and business acumen so they can more effectively run their small businesses.

Strategic partnership with Save the Children

Jas McMeekin worked with Save the Children in the UK as a Shared Value Advisor. Jas managed projects on health and private sector policy and advocacy to help Save the Children further develop their work on access to medicines, research and development and core business practices.

Jim Chalmers worked with Save the Children based in Kenya to support the GSK-Save the Children partnership signature programme in Bungoma County. Jim improved the storage and organisation of medicines in facility pharmacies as well as the Commodity Management skills of Health Facility staff.

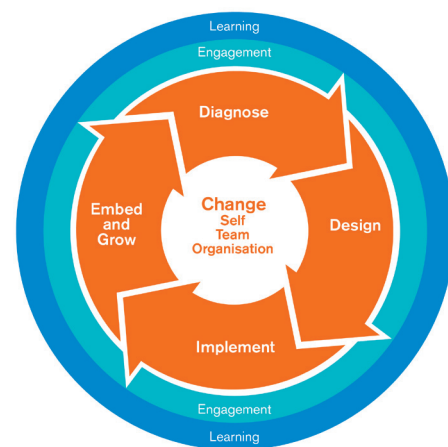
Simona Bosello, 2015 PULSE volunteer



Accelerating Delivery and Performance through PULSE

Accelerating Delivery and Performance (ADP) is a GSK methodology that combines approaches from Lean Six Sigma, organisational development, and project management in order to successfully deliver our mission. Based on positive feedback from previous volunteers and non-profit partners, ADP training was included in the pre-deployment training for PULSE volunteers for the second time in 2015.

84% of 2015 volunteers reported using a variety of ADP approaches with their non-profit partners to make an impact on their assignments, with IPOs (Input-Process-Output) and “GEMBA” (go and see) as the two most commonly used techniques for improving meeting effectiveness and project planning. In a recent survey, our non-profit partners ranked **“streamlining and improving key business processes”** as the key impact that PULSE volunteers had on their organisation.



GSK ADP Change Framework

Alba Lilia Clavijo-Pena (GSK Colombia) worked with Save the Children in the US. Alba conducted a continuous improvement workshop (ADP technique) with the senior management team to create a framework to drive change at Save the Children. She also used ADP fundamentals such as Voice of the Customer, Problem Solving, Approaches to Change, Implementation Planning and Ways of Working to maximise productivity within the non-profit. Alba received positive feedback that using ADP techniques created a productive environment to progress on the organisation's goals.

Qutaiba Al-Manaseer (GSK United Arab Emirates) worked with Amref Health Africa in Kenya. He said, “The GSK Change Framework was a great template to structure my thinking and to draw a roadmap for my assignment.” By properly assessing the situation and identifying the reasons for the challenges the NGO was facing, he was able to understand what they needed and valued. ADP techniques like GEMBA visits, Stakeholder Mapping, and the “Five Whys” helped Qutaiba and his Amref stakeholders reach sound conclusions and strategic decisions around restructuring business development and managing donor relationships.

Levia Rodriguez Shepherd (GSK US) worked with the East Durham Children's Initiative (EDCI) in North Carolina. She introduced several ADP tools including IPOs, meeting roles, and ground rules for meeting effectiveness. She also introduced Problem Solving concepts to encourage staff members to write a problem statement, use the fishbone “root cause identification” tool, and silent brainstorming to generate solutions. Levia reflected that “EDCI learned the benefit of ‘slowing down to speed up’ and has leveraged the RACI matrix (Responsible, Accountable, Consulted, Informed) and other ADP tools to keep operations running efficiently during program implementation.”



Qutaiba Al-Manaseer, 2015 PULSE volunteer

Non-profit partner testimonial

“Our GSK PULSE Volunteer Levia was instrumental in helping EDCI create and refine organizational processes, rework our organizational structure, and solve problems. She introduced our staff to a number of processes and tools that helped us solve several significant challenges and rethink the way we structure our daily work. Her tremendous organizational management skills helped foster collaboration between teams and fast tracked the development of our organization, which is so very beneficial for a young nonprofit like ours.”

David Reese, President and CEO, East Durham Children's Initiative



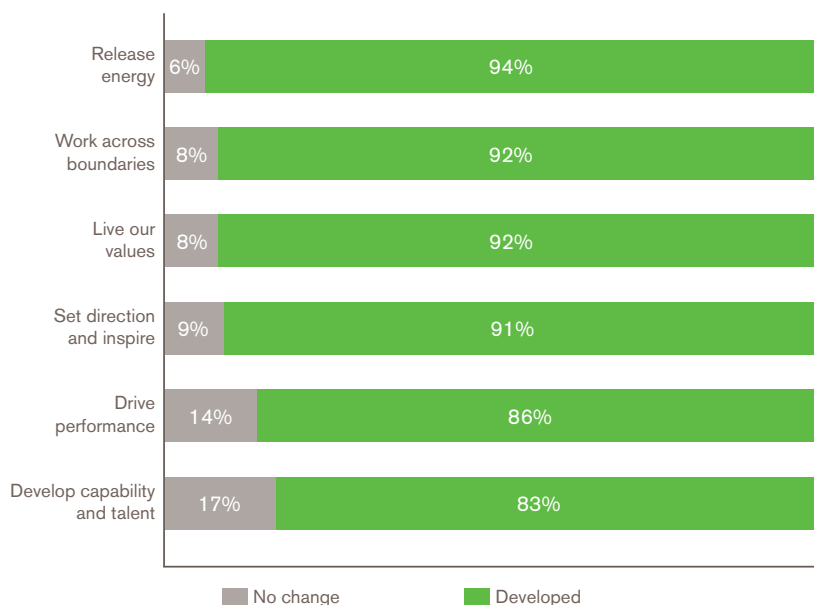
Donnica Wright, 2016 PULSE volunteer, is working with The Franklin Institute on a home assignment in Philadelphia, US

Change Employees

PULSE offers a unique opportunity for employees to enhance their understanding of the global healthcare landscape, increase energy and motivation, and develop leadership skills and knowledge. In particular, PULSE aims to develop key behaviours (GSK expectations), identified as critical for leadership development and successful delivery of our mission to help people do more, feel better, live longer.

Since returning from their assignments, 91% of our 2015 volunteers are doing something differently back at GSK as a result of their PULSE experience. They are able to do more with less, employ better cultural agility, and embody a greater focus on the patient.

Our volunteers' line managers and colleagues have reported that their assignments helped them develop the following behaviours:



PULSE Hubs: scaling and deepening a global volunteer programme

PULSE was established in 2009 as a global volunteering programme. In the first few years, the majority of our volunteers came from the UK and US. In order to scale and deepen the impact of PULSE, we established PULSE local offices (Hubs) in some of our key emerging markets. In many cases, GSK employees who work and live in developing countries feel motivated to help closer to home on issues that affect their local communities and culture. Our Local Hubs in Latin America, India, and Japan have allowed more local employees to participate as well as helped to grow local partnerships with non-profit organisations. Local Hub teams replicate the global PULSE process, while customising the communication and the process to be more culturally accessible for the local employees. PULSE has experienced increased participation from emerging markets and, as a result, the majority of our PULSE volunteers now come from outside of the US and UK.

Latin America

Since 2011, with the support of local senior leadership, the Latin America Hub has successfully managed and deployed over 30 PULSE volunteers. In 2015, **Cristina Barcelo** from Brazil and **Andres Gallego** from Colombia worked with Associação Saúde Criança in Brazil to increase fundraising efforts, enabling the non-profit organisation to assist more families. Additionally, **Alba Lilia Clavijo** from Colombia became the first Latin American volunteer to work with Save the Children in the US.

“PULSE changes the way we think and act to make this world and especially developing countries like Brazil much better places. We are definitely making a difference through partnerships that GSK has worldwide, where we are able to share different points of view and alternative actions to make this world better,” shared Andres Gallego.

Margarita Lozano, Product Manager in GSK Colombia who worked with Save the Children Bolivia, said: “I’ve met and lived with new people and left my comfort zone. This allowed me to learn to be more patient, tolerant, have more flexible thinking and be able to adapt myself to new scenarios.”

India

The India Hub has successfully managed and deployed over 50 PULSE volunteers since 2009. This local model has grown so much that in 2015, India volunteers make up the third largest cohort out of the 24 participating countries.



Sanjeev Nayyar, 2015 PULSE volunteer

While on an international assignment, Avinash Mohanty worked with Clinton Health Access Initiative in South Africa to conduct a gap analysis across four priority states in Nigeria for diagnosis and treatment of pneumonia. He planned interventions and prepared a policy paper to address issues of poor diagnosis, referrals, and commodity availability that hampered treatment of severe pneumonia. Avinash is using his newly refined stakeholder mapping skills as an Oncology Product Manager back at GSK.

Closer to home in India, Pankaj Mehrotra worked on creating a training module for the field staff of Kherwadi Social Welfare Association. He developed a training manual and a system for centralised monitoring of field activity. To make training delivery more cost effective and uniform, he developed specifications for a virtual application of the training modules. Back at GSK, Pankaj is making a greater impact as a Marketing Product Manager by applying what he learned about social media from his PULSE assignment.

“I have seen tremendous growth in our colleagues who come back from PULSE assignments. They bring with them an enthusiasm and energy, which is great both for business as well as for boosting their team morale. PULSE volunteers almost always learn how to work with frugal resources and this is also crucial to help them optimally plan at work.”

Ronald Sequeira, Executive Director, HR India



In Focus: Carissa Vados

External Affairs and Reimbursement Manager in Canada, PULSE volunteer at PATH in Dakar, Senegal

Why did you apply to PULSE?

I joined GSK due to the focus the company has on making healthcare accessible to all humankind, regardless of socio-economic background. This is a statement I have strongly believed in for years and have carried through my work in international development, corporate social responsibility and social finance, as well as through both my science and business degrees. I wanted to apply my GSK expertise and use my personal passion for healthcare issues in a developing country, hence I applied to PULSE.

I believe that PULSE offers employees a unique opportunity to develop a very important kind of empathy for the underserved populations around the world. I think that combining this kind of human understanding with a long-term, strategic approach to business in a large multinational like GSK will produce the kind of systemic changes we need to see in the world.

Tell us about your PULSE assignment and the impact it had on the non-profit partner and the communities you served. How has this impact been sustained?

My assignment was focused on building strategies for tackling noncommunicable diseases (NCDs) in Senegal. As rates of infectious diseases (malaria, HIV,

etc) decrease, NCDs (diabetes, heart disease, cancer, respiratory illnesses, etc.) are on the rise. These diseases represent a massive threat to the entire health system, yet they also come with opportunities since NCDs can largely be prevented and effective treatments exist.

I was the first PULSE volunteer at PATH Senegal and the only person in the country office dedicated to the NCD area. I contributed to some specific areas - development of treatment protocols for NCDs and carrying out a study on essential medicines access and affordability. I feel proud of the outcomes of my work: the elevation of NCDs as a priority area for PATH and the commitment to the development of a team to tackle specific NCD projects. I am also proud of the fact that with this commitment and support from PATH Senegal, the local Ministry of Health will be able to implement several different projects and policies that will contribute to the reduction of NCDs as a burden in Senegal.

How has the PULSE experience benefitted you in your personal leadership or other skills? Are you doing anything differently back in GSK as a result of PULSE?

Tangibly, and aligned to the PULSE pillar of "Change GSK," I have been fortunate to have been part of the 2015 PULSE+ track (more details on page 18). This

programme allows PULSE alumni to test out ideas that have emerged while on assignment for a fit within our business.

I am working with a fellow PULSE alumnus to progress an innovative and reliable last-mile vaccine delivery proposal that, as a result of being connected to relevant internal stakeholders, is gaining traction and could potentially impact thousands of lives while also meeting strategic business goals.

Less tangibly, but in no way less important, the PULSE experience taught me the value of cultivating patience in my personal leadership style. In Canada, both at work and in my personal life, I generally understand what goes on in a given day, since most things go as planned and per my expectations. As I landed in Dakar with 40+ degree weather, giant Ebola warning signs, a variety of unfamiliar languages, and women dressed in incredible multi-coloured cloth, my environment forced me to acknowledge that I was now in a place where things won't go as planned and I will know little about what is to come and therefore what to expect. Having this knowledge of difference at the forefront of my mind over the 6 months allowed me to look at situations with a fresh mind. I assumed less, I judged less, and I was more curious.



Michelle Meldrum, 2015 PULSE
volunteer at SNEHA, based in India

Change GSK

PULSE not only aims to create sustainable change for our non-profit partners, but also back at GSK. Returned volunteers come back to GSK with fresh insights and new perspectives that lead them to change our company for the better.

We asked PULSE volunteers' GSK colleagues to what extent they agree that the PULSE volunteers brought something back to GSK:

- 79% of GSK colleagues agree that the volunteer shared a different external perspective that helped inform or shape GSK work, thinking, or policy.
- 74% of GSK colleagues agree that the volunteers brought reinvigorated energy, spirit, motivation and morale to GSK.

"This ambitious programme was introduced 7 years ago and we continue to see the positive change and mutual benefit for our non-profit partners, GSK and our employees. We are proud of the 635 GSK PULSE Volunteers who have used their skills to make a difference to our partners' and communities' agendas for the most vulnerable. I personally continue to be amazed by the life-changing stories people share on their return from assignment. I have seen our non-profit partners thrive and our employees grow, injecting their energy, broader perspective and fresh ideas into our partners and back into GSK."

**Jayne Haines, SVP Talent, Leadership
and Organisational Development**



In Focus: Abbas Hussain

*President, Global
Pharmaceuticals*

Tell us what you think about the PULSE programme?

I've been a strong advocate for the PULSE programme since its inception back in 2009. During my time in Singapore I spent a considerable amount of time in our South-East Asian markets, so I've seen first-hand the impact our support for non-profit organisations can make to a community - whether it's via our commitment to reinvest 20% of our profits into training frontline healthworkers in the world's poorest countries, or sending some of our best talent to support the work of these organizations through PULSE. One particular trip that really sticks in my mind is a visit to Cambodia, where I saw the life-changing impact our support for midwives and nurses in remote communities has on maternal mortality. I am immensely proud of the fact that we support communities not only by funding healthcare needs where they are most needed, but also by sharing our talent resource with these communities.

PULSE participation has grown significantly in Pharmaceuticals under your leadership – can you comment on this growing participation & awareness of PULSE in your business?

Back in 2011 when I was running the EMAP business for Pharma, I set a target of at least 20 PULSE volunteers from EMAP every year. I'm pleased to say we surpassed this goal. And with the support of Rogerio Ribeiro, SVP & GM EMAP,

who at the time was Head of our LATAM region, we established a PULSE 'hub' for our Latin America markets in order to drive participation in the programme both from an employee as well as a non-profit organization perspective. We've since rolled out this hub approach in India where it has really helped ramp up participation – India is now the third largest contributor to the PULSE programme. So we've seen PULSE evolve from a primarily UK and US-based programme to a truly global initiative. I'm really pleased with contribution that the Global Pharma organisation is making – around 40% of PULSE participants have come from Pharma. So that's over 250 volunteers from more than 50 countries, with over half coming from the US, Canada and Europe.

Have you seen first-hand a PULSE volunteer's direct impact on your business? If so, what was the impact, and how were their PULSE learnings applied at GSK?

Yes, one of my Singapore-based colleagues, Liz Chen was in the 2015 PULSE cohort. Prior to her PULSE assignment Liz was running Strategic Planning and Analytics for our Classic & Established Products business. She then completed her PULSE assignment with the Clinton Health Access Initiative (CHAI) working on Health Financing and Access for HIV, based in Hanoi, Vietnam. Since returning from Vietnam, Liz has moved onto a fantastic new role with ViiV Healthcare, based in London, working on strategic initiatives focusing on Integrated Data and Insights. I think the 'real world'

experience and perspective Liz gained through her PULSE assignment will prove invaluable now that she's working to help ViiV continue to push boundaries and be a leader in HIV.

How does PULSE benefit GSK and what is the business value of PULSE?

I feel the benefits to the company are numerous. Participants return with a more global perspective, as well as with fresh ideas and a more creative approach. I regularly hear from members of my leadership team that they see PULSE volunteers returning to their teams better equipped to address challenges within the business. Having our employees return from their assignments highly motivated and energized is also invaluable - we can tap into their rich experiences to further drive the innovation that fuels GSK. I routinely say to key talent within the organisation that they should consider a PULSE assignment as part of their overall development.

The PULSE programme is also perfectly aligned with our values within GSK, and for me is incredibly powerful in reinforcing our focus on the patient. And of course, the flip-side is that each of the non-profit organizations that hosts one of our PULSE volunteers also sees tremendous benefit - not only in terms of benefitting from a volunteer's specific skill sets, but also from the mindset our volunteers bring as a result of working for one of the world's leading healthcare companies.

The PULSE+ Track: innovating from the outside in

In 2015, we introduced the PULSE+ Track, an innovation challenge designed to fulfil the 3rd aspect of the PULSE mission: “Change GSK.” The PULSE+ Track encourages participants to work together to pitch their innovative ideas to the Office of the CEO (OCEO)

For the first time in 2015, our volunteers were briefed from the OCEO on GSK’s strategic priorities before they started their assignments. The aim of this briefing was to enable volunteers to channel their insights into ideas that are connected to business priorities.

Those who were interested in pursuing the innovation aspect of PULSE could choose to participate in the PULSE+ Track to take advantage of a specific process to enable them to identify and refine ideas. Following the assignment, those volunteers who chose to participate in this innovation experiment submitted their ideas to the PULSE team and the OCEO.

This year, the PULSE+ Track provided a formal avenue for 15 passionate PULSE volunteer “intrapreneurs” to progress their ideas with the hope of benefiting our patients and our business.

Four cohorts were selected as this year’s finalists from amongst 18 idea submissions:

- Mirza Afsar Baig, Mahmoud Ahmed, Hany El Sheshtawy, and Simona Bosello proposed developing a gaming app to engage the sales staff and simplify the training of GSK’s patient-focused selling model
- Hitesh Dave, Natalia Karkoszka, and Sharanya Rajesh proposed re-purposing HIV/AIDS clinics to provide prevention, care and treatment for non-communicable diseases (NCDs) in Africa

- Maryanne McTighe, Georgiana Walz, and Neeraj Garg proposed funding of healthcare worker training in developing Asian countries to carry out emergency dental treatment and oral health education for children
- Carissa Vados and Robyn Widenmaier proposed the use of a modular, temperature-stable vaccines carrier as a device to improve vaccines delivery in clinical trials

These finalists represent a powerful community of “intrapreneurs” who have the ability to bring the outside in as they push the boundaries of innovation within GSK.

The PULSE+ Track will be held once again for the returning 2016 PULSE volunteers in a continuous effort to bring both business and social benefit to our patients and customers.



“When you consider 70% of our vaccine doses go to the developing world, the impact that our small PULSE+ project could offer is huge. We are trying to find a practical solution for vaccine delivery to the hardest-to-reach communities in the world. I am really excited to have an opportunity to collaborate with colleagues in GSK to find a solution for the last mile of the supply chain.”
- **Robyn Widenmaier**

“Participating in the PULSE + track was an amazing adventure and extraordinary chance to collaborate with GSK’s senior leaders and to interact with members of the OCEO.”
- **Natalia Karkoszka**

“I consider my PULSE+ experience an opportunity to go the extra mile to impact GSK and our Sales teams after my 6 months on assignment.”
- **Mirza Afsar Baig**

“Change begins with just one person. The PULSE+ Track enables employees to bring about change they wish to see at GSK in collaboration with senior leaders, including the Office of the CEO. It is truly a life changing experience.”
- **Maryanne McTighe**

Maryanne McTighe, 2015 PULSE volunteer at Save the Children Philippines



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